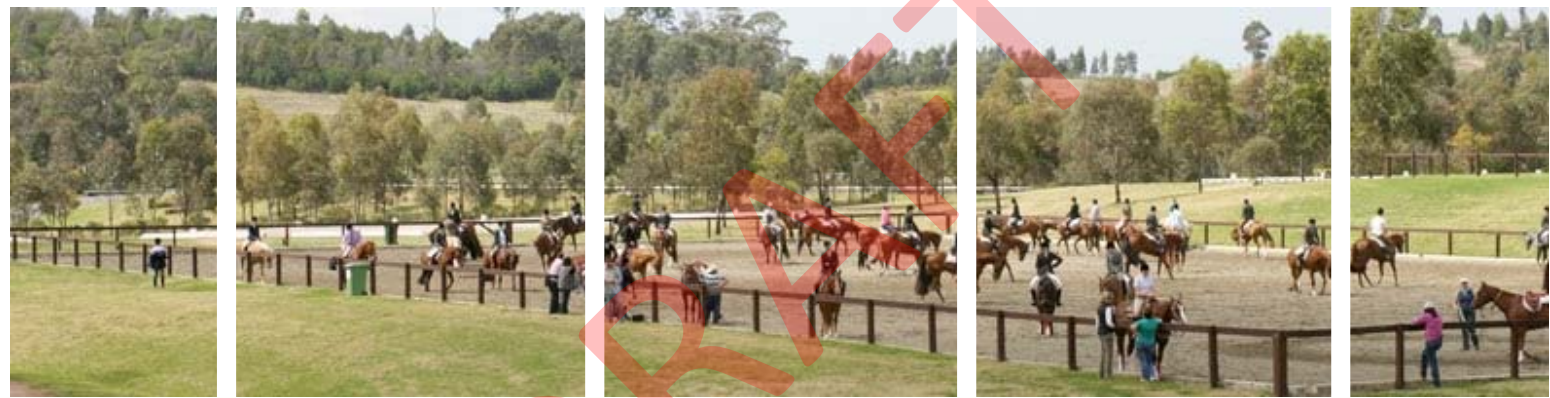


Shoalhaven Equestrian Centre of Excellence
Master Plan Report



prepared for

Shoalhaven City Council

by

Locale Consulting Pty Ltd and
Ayling & Drury Landscape Architecture

March 2015



Cover Image: Sydney International Equestrian Centre Sand Arena - <http://www.dsr.nsw.gov.au/equestriancentre/index.asp>

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Executive Summary

Development of the Shoalhaven Equestrian Centre of Excellence provides exciting opportunities. Once completed, the facility will provide high quality facilities to meet the growing popularity of equestrian pursuits and the identified demand for a variety of equine sporting disciplines. Additionally, it will attract a range of events and competitions that will expose the Shoalhaven and South Coast to a large sporting tourism sector.

Regional Development Australia - Far South Coast (**RDA FSC**) has previously identified the potential of the equine industry on the South Coast through the South Coast Equine Industry Scoping Report (2013), with both the commercial horse racing and equestrian sporting industries identified as having greater potential over time.

The Andersons Lane site to the south of the town of Berry is considered ideal for the development of a Centre of Excellence for equestrian sports and associated events. Combined with the proposed Moruya centre for horse racing activities, the two sites have the potential to position the South Coast as a premier equine destination and industry hub.

At the local level, the 35.5ha site at Andersons Lane provides an immediate solution for the relocation of the Berry Riding Club. The Club is forced to move from its existing location due to construction of the Berry By-Pass which will run through the existing Club facilities. Stage One of the proposed Shoalhaven Equestrian Centre of Excellence would replace this local level facility while also allowing future development of the site to a much larger facility.

Stage One would include a multi-purpose grass arena enabling space for show jumping and dressage events. Basic access, parking and administration facilities would also be incorporated, though only as temporary facilities which would be replaced when the broader design is implemented. As funding becomes available, subsequent stages would cater for an additional multi-purpose arena (including an all-weather facility), three star cross country track, dedicated training area, camping areas with stalls, administration and storage facilities, as well as an undercover arena area as the central showpiece.

In addition to these core equestrian facilities, which would cater for the three Olympic disciplines of Dressage, Events and Show Jumping, there would be a number of other multi-purpose areas. These could be used for other equine sports such as camp drafting and polocrosse, or as overflow parking grounds, spectator areas, camping and for other auxiliary activities and events such as markets. Opportunity also exists for equine related businesses to be accommodated on site in the long term.

During construction of the Berry By-Pass, allowance has been made for the provision of a stockpile area associated with the road construction activities. It is estimated that this area, in the south east corner of the site, would be required for a three year period after which it would be converted to a flat, multi-purpose area, enabling additional dressage and/or show jumping arenas during major events (giving more than 10 dressage and five show jumping areas across the site).

Ultimately the site would accommodate a broad range of events and activities, from daily training and school based groups, through weekly and monthly local or regional events to occasional national and other high level events. With close proximity to Berry, Nowra and Shoalhaven Heads, these events and activities would have the potential for significant spin off benefits to the region through tourism, accommodation, food and beverage and ancillary spend. The site offers a unique opportunity and with careful planning, management and promotion, will provide significant economic opportunity for the area.

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1. Introduction

1.1 Purpose of the Master Plan

The purpose of the master plan and this accompanying report is to outline the context and components of the Shoalhaven Equestrian Centre of Excellence proposal. The master plan provides a starting point for the development of detailed investigations, obtaining of development consents and seeking funding for implementation.

This report contains background and supporting information to the master plan drawings (which are contained in Appendix A). The report is set out as follows:

- Section 1 (this section) provides an overview of the need for the facility and master plan development process;
- Section 2 provides a review of the proposed Centre of Excellence site, highlighting the key features of the area and summarising the constraints and opportunities;
- Section 3 identifies the vision and principles behind the development of the master plan, including an outline of the key components of the proposed master plan, detailing the core components of the proposal, and detailing how these address the needs of the various users; and
- Section 4 provides for implementation and management actions to clarify the operational and implementation needs of the facility and the steps needed to enable the master plan to become a reality.

An Executive Summary has been provided as an overview of the master plan and should be read in conjunction with the main document.

1.2 Need for the Facility

In April 2013 RDA FSC undertook a review of the equine industry in the region. The outcome of the review, the *Equine Industry Scoping Report*, identified a range of opportunities and recommendations to help capture the potential of the industry. The report concluded that:

With the co-operation of both industry and government, there is an exciting opportunity for the south coast to become nationally and internationally recognised as a 'Centre of Excellence' for all equine activities ranging from training, animal husbandry, services, supplies and education.

The report identified opportunities in both commercial racing and associated elements of the equine industry, as well as the sporting equestrian industry. Since this time Eurobodalla Shire Council has been developing a proposal for a Regional Equine Centre at Moruya Racecourse, primarily focused on the commercial racing industry elements. However it is understood that the Moruya proposal does not provide for the equestrian sports element of the RDA FSC vision, and it is considered that the Shoalhaven Equestrian Centre of Excellence would provide such a facility. The two projects could be designed as complementary facilities, and in so doing, encapsulating the entire South Coast 'centre of excellence' concept.

At the local level, the project has been sparked through the need to relocate the Berry Riding Club following the finalisation of the design and subsequent construction of the Berry by-pass road. The Riding Club's existing facilities, located on the northern edge of Berry, are impacted by the new road and negotiations between Council (the land owner) and RMS have reached a point of settlement whereby the Club is to be relocated to land owned by Council on

Andersons Lane to the south of Berry. This land is the site of the proposed Shoalhaven Equestrian Centre of Excellence, with the Berry Riding Club facilities being integrated to the broader project.

In addition to the Berry Riding Clubs requirements, the site is also earmarked for use as a temporary construction compound/stockpile location during the construction of the Berry bypass. Whilst not an ongoing component of the works, the proposed compound provides the opportunity to facilitate some infrastructure improvements and earthworks that will assist in the longer term requirements of the site.

1.3 Master Plan Development and Consultation

To enable the master plan to be developed in a way that meets the needs of projected end users, an intensive design and planning exercise was undertaken with identified key equestrian stakeholders. This process was aimed at ensuring that effective planning for the site could be agreed up-front within the varying users groups. A facilitated 'design charrette' was completed at the start of December 2014 which included representatives of:

- Berry Riding Club;
- Shoalhaven Dressage Club;
- Eventing NSW;
- Equestrian Australia
- Equestrian NSW; and
- Elected representatives of Shoalhaven City Council.

Representatives from RDA FSC, RMS (and their construction contractors), TAFE Illawarra, Shoalhaven City Turf Club, Shoalhaven City Council staff and other local equestrian facility users were also contacted and either attended or met with the project team prior to the 'design charrette' to ascertain site constraints and requirements.

The agreed goal of the 'design charrette' was to:

"utilise the knowledge and experience in the room to design the equine master plan space and facilitate the next stages".

The 'design charrette' drew on extensive experience from users and designers of comparable equestrian facilities, state wide, nationally and internationally. The sharing of knowledge was paramount to the success of the day and the participants were willing, focussed and wanting to continue their involvement in the project.

As outlined in more detail throughout this document, the key stakeholders identified elements and facilities that make up an equestrian 'centre of excellence', appreciating that completing the entire centre is a long term, staged plan. This master plan reflects and is primarily designed upon the findings and outcomes of the 'design charrette'.

It is appreciated that as this project progresses that further consultation and community engagement will be essential.

2. Existing Site

This section provides a review of the site proposed for the development of the Shoalhaven Equestrian Centre of Excellence.

2.1 Site Location and Description

The site proposed for the development of the Shoalhaven Equestrian Centre of Excellence is located around 2km south-west of the Berry town centre on the western side of the Princes Highway. The site is legally described as Lot 6 DP 1188080 (and formerly as Lot 87 DP 48603 prior to the recent excise of land for the purposes of road widening), and is owned by Council as “Community” land and is categorised as “General Community Use” under the *Local Government Act* 1993. The lot is approximately 35.5 hectares, with a frontage to the Princes Highway of over 450m.

The location of the site and its context in relation to the township of Berry are provided in Figure 1 and Figure 2 respectively.

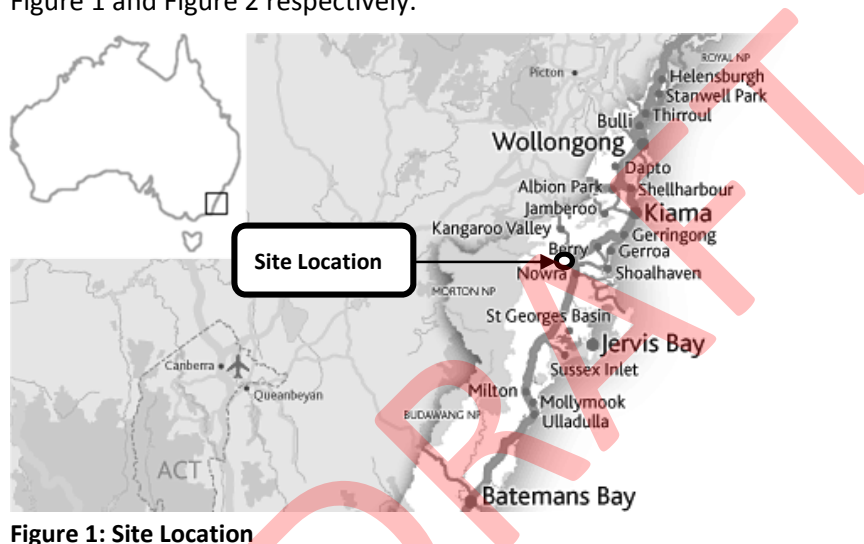


Figure 1: Site Location

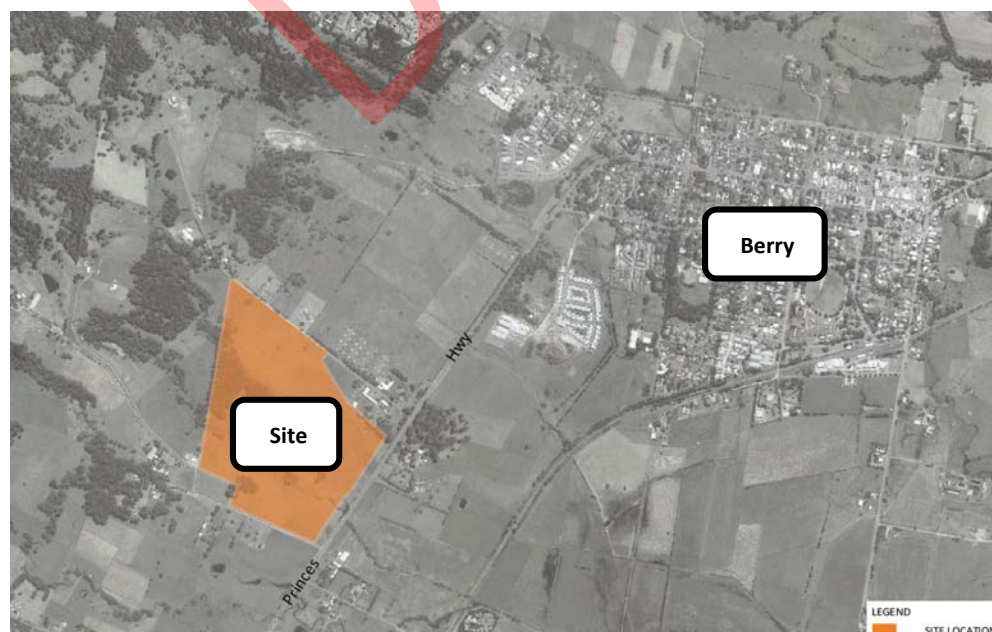


Figure 2: Site Context

2.2 History of the Site

The site was purchased by Council in the mid 1990's from the NSW Government. The parcel had previously formed part of the Graham Park property operated originally by the then NSW Department of Agriculture and subsequently by the NSW Dairy Farmers Association as an artificial insemination centre for dairy herd improvement.

The Graham Park property was purchased by Council to assist in expanding the Shoalhaven Campus of the University of Wollongong which operated from the site at the time. The classification of the subject site was negotiated with the vendor to be "community" land under the *Local Government Act 1993*.

In 2010, Council sought to reclassify the land from "community" to "operational". This change would enable Council to deal with the land in a more flexible manner, including for example, being able to sell the land or to enter into long-term lease arrangements. An "Options Paper" relating to the site was presented to the Berry community for comment in 2010 and identifies a summary vision for future use of the site as being:

"The delivery of a strategic future purpose which provides the community with an economically and environmentally sustainable property which will service the needs of the Shoalhaven community intergenerationally."

Subsequent consultation and discussions have not progressed any particular direction for the site, whilst Council's Economic Development Unit have since progressed initial investigations into the agricultural hub concept at the site. In mid-2014, part of the site was also investigated for use as an equestrian facility to replace the existing Berry Riding Club facility which is proposed to be relocated as a result of impacts associated with the proposed Berry bypass road. This local facility is now being identified as the catalyst for a larger regional facility.

2.3 Site Features

The subject site generally slopes from the north-west to the east, creating views to farmland to the south and east of the Princes Highway. The north-western part of the site is elevated at its highest level around 30m above the Highway. The western portion of the site is generally more steeply sloping, with large areas in the eastern portion which would be described as being very gentle sloping or relatively flat.

Figure 3 provides a visual assessment of areas of very gentle to flat slopes, as well as the three ridge line which generally extend from west to east across the site. Detailed contours of the site are also provided in the Draft Earthworks Plan at Appendix B.

The site does not contain any buildings, and has few improvements which include some fencing and basic water distribution pipework. The site has been under short-term lease arrangements for agistment/grazing over a number of years.

In terms of climate, the site is impacted by cold south-westerly winds in winter, with cooling summer breezes generally from the north or north-east. The site is also impacted by noise associated with adjoining highway. General analysis and site climatic conditions are outlined in Figure 4.

The site is dissected by two watercourses which converge near the eastern boundary. Between the two watercourses, and extending to the western boundary is an area of vegetation, containing stands of trees and disturbed understorey. These site features are further described in the sub-sections below, but also outlined in Figure 4.

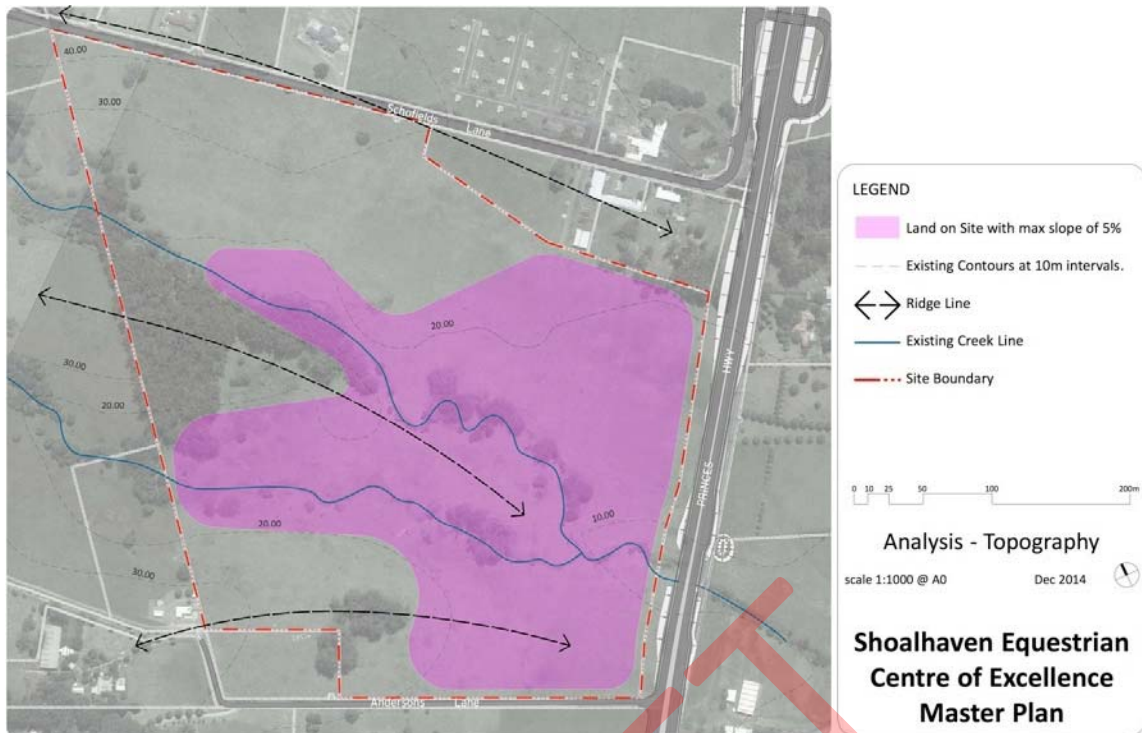


Figure 3: Site Topography

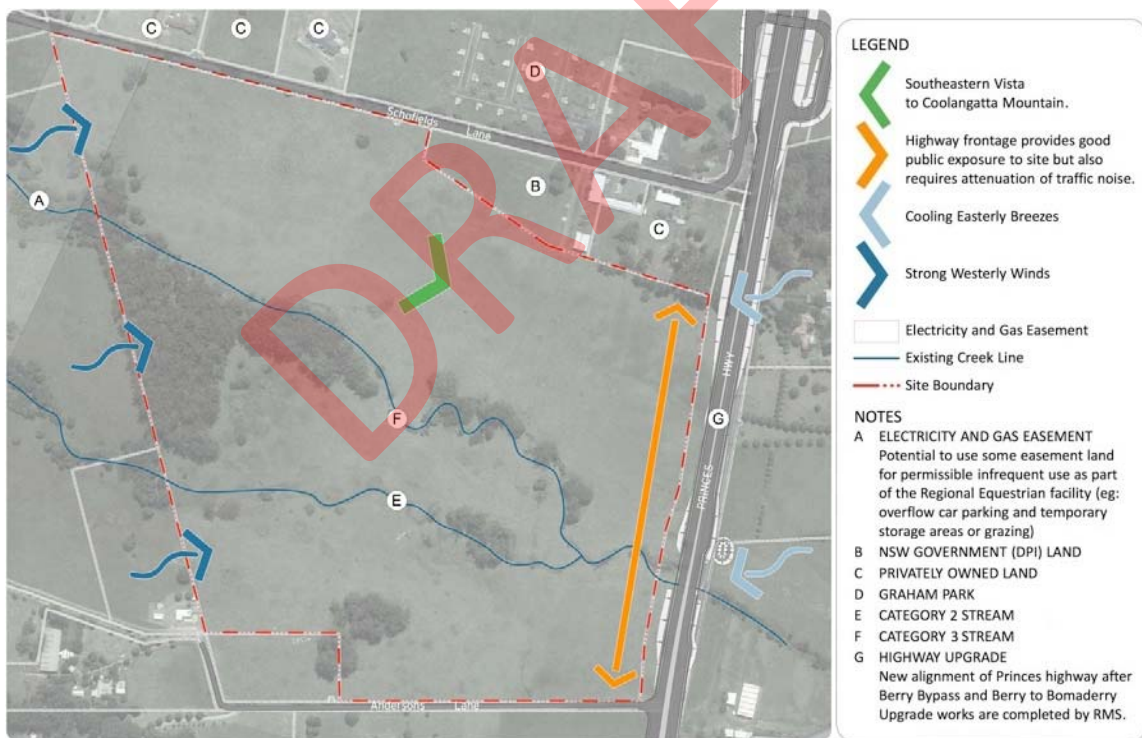


Figure 4: Site Climate and General Analysis

2.3.1 Watercourses and Flooding

As mentioned above, the site contains two watercourses which are identified in Shoalhaven Local Environmental Plan (SLEP) 2014 being Category 2 and Category 3 streams (or 1st and 2nd Order Watercourses according to the Strahler System). SLEP 2014 also identifies part of the site as being flood liable.

Recent detailed assessment of flood impact around the site was undertaken by RMS in the preparation of the Review of Environmental Factors for the Berry to Bomaderry road upgrade¹. That study identifies the current, as well as the post construction flood impact (which is virtually the same as the existing situation). An extract of the flood impact from that study has been overlaid with the location of watercourses Figure 5.

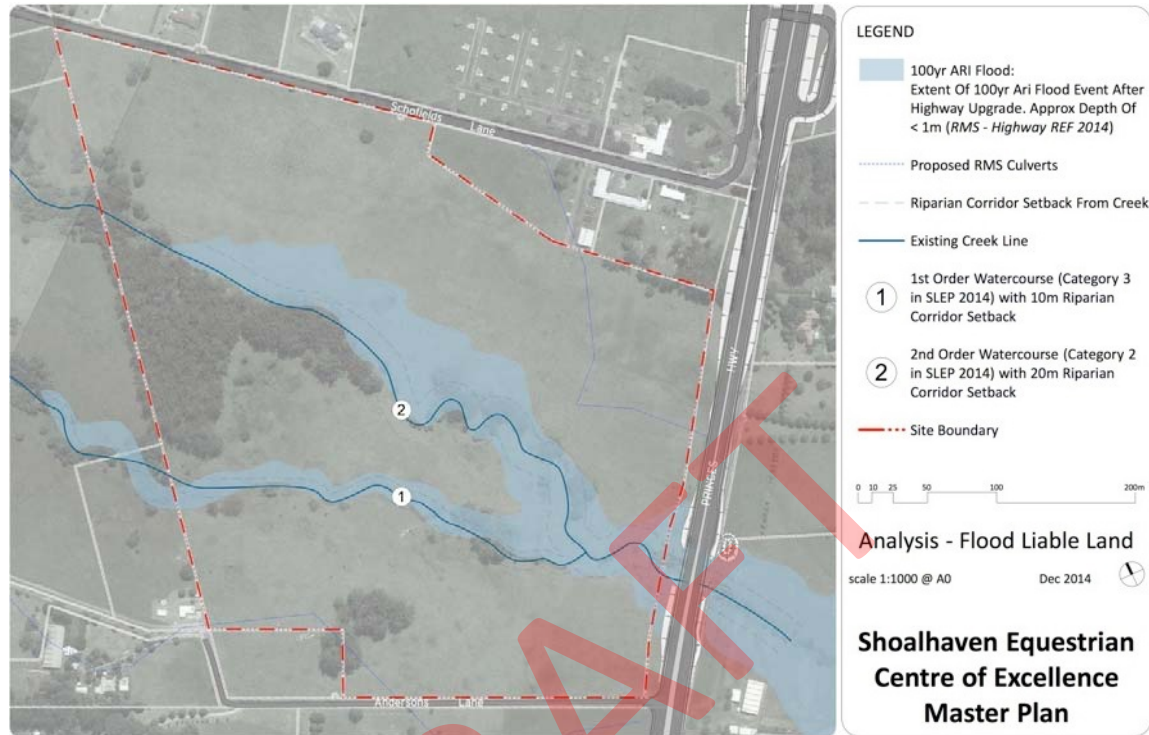


Figure 5: Site Watercourses and Flood Potential

2.3.2 Vegetation

The site sits within the Sydney Basin bioregion and Council's vegetation mapping identifies the stand of vegetation on the western side of the site as 'Blue Gum Forest'. Blue Gum Forest is not an Endangered Ecologically Community (EEC) and the vegetation is not considered 'significant' on any mapping produced by NPWS, nor is it mapped on Council's SLEP 2014 biodiversity overlays.

Notwithstanding this, the stands of trees offer opportunities such as providing natural shade for horses and spectators, picnic area locations and being features of a cross country circuit. It will also be important to undertake more detailed studies of the vegetation prior to any tracks and trails being developed. Areas of vegetation have been broadly outlined in Figure 6.

¹ See RMS Princes Highway upgrade - Berry to Bomaderry - Review of Environmental Factors November 2013 - Prepared by AECOM Australia Pty Ltd



Figure 6: Site Vegetation

2.3.3 Access and Services

Access to the site can be obtained from either Schofields Lane on the northern boundary, or Andersons Lane to the south. Once the highway upgrades are complete, a full grade separated interchange will be provided at Schofields Lane, whilst Andersons Lane would be left-in / left-out only (i.e. highly constrained access to the Highway). A u-turn facility is also proposed around 50m to the south of the site at Mullers Lane.

The site is serviced with water, telecommunications and electricity infrastructure which would need to be extended from Schofields or Andersons Lane into the site to the desired locations. The site is affected by a two metre wide drainage easement extends from the site's northern boundary, though this is unlikely to impact on the facility. A large power line easement also extends across the north-western corner of the site, but again has little impact on the bulk of the area. The power line easement can be seen as a lighter shade in the north-eastern corner of most Figures in this report.

A detailed infrastructure plan should be prepared to support this master plan moving forward.

2.4 Land Use Planning and Surrounding Uses

The site is identified in the *RU1 - Primary Production* zone as part of Shoalhaven Local Environmental Plan (**SLEP**) 2014. Subject to detailed review of all proposed uses as the project progresses, it is considered that the vision for the site as an Equestrian Centre of Excellence is generally consistent with the requirements of the zone – with the land use terms “Recreation facilities” including “indoor”, “outdoor” and “major” all being permitted with consent. A site specific Plan of Management or similar statutory planning document would be recommended to guide the longer-term development of the site.

Surrounding land is zoned for agricultural purposes and generally used as such. An area of land adjoining the northern boundary of the site is owned by the NSW State Government and

occupied by the Local Land Services (formerly known as the Department of Primary Industries or DPI site). The site includes offices and an open field used for research purposes. Another small parcel of land in this area is privately owned and used for residential purposes.

Further to the north, the former “Graham Park” bull farm is located on the northern side of Schofields Lane, and has some local historical significance. Part of the Graham Park site is now used as a church – being the Berry Community Church. The subject site has previously been associated with Graham Park, though has not been used in conjunction with it for some time.

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3. Proposed Master Plan

This section provides details of the proposed master plan.

3.1 Master Plan Vision

In coming years the Andersons Lane site will evolve to not only be the home of the relocated Berry Riding Club, but provide a high quality regional or state level equestrian venue both for the Riding Club and those participating in equestrian sports locally, but also cater for a range of other users and the broader equestrian community. The Berry Riding Club will provide a stable equine base on which to grow the Shoalhaven Equestrian Centre of Excellence, initially focusing as a minimum on the three Olympic events: dressage, eventing and show jumping.

The development of a staged, efficient, multi-purpose equestrian venue ensures the community land's sustainability and versatility for all users, and ultimately supports the equestrian sport needs of the NSW South Coast region and beyond.

The core part of the equestrian venue would regularly draw participants from throughout the Shoalhaven and surrounding areas for a range of training, competition and social events. In addition, members of horse clubs and associations from around NSW and Australia would travel to the site for higher level competitions and events, attracting visitors to the area with a range of spin-off expenditure and tourism activity.

3.2 Master Plan Principles

Based on the vision for the project as outlined above, the key principles that underpin the Master Plan are to:

- i. Create a functional equestrian Centre of Excellence that promotes the core Olympic equestrian disciplines of dressage, eventing and show jumping, whilst supporting/ complementing the equine industry on the NSW South Coast;
- ii. Encourage the centre's primary use for equestrian purposes whilst also providing opportunities for community access and related commercial activities to help support long-term financial viability of the site and to grow jobs potential within the equine industry sector;
- iii. Develop the Shoalhaven Equestrian Centre of Excellence over time and in an economically viable manner, with an appropriate ongoing management and governance models that suit the desired long-term use;
- iv. Utilise the natural topography and landscape features of the site, along with having a high level of environmental sustainability through utilising onsite water sources and re-using water where possible, as well as in the long-term, producing electricity on site through photovoltaics on buildings;
- v. Provide for safe access and internal distribution for vehicles and pedestrians that avoids conflict between vehicles and animals as far as possible; and
- vi. Design buildings and other infrastructure to enhance the rural setting of the site and to build a consistent, recognisable and high quality character for the site.

3.3 Summary of Core Master Plan Elements

The Shoalhaven Equestrian Centre of Excellence Master Plan, as set out in Appendix A, incorporates an adaptable range of facilities including:

- Equestrian competition areas including:
 - Two multipurpose arenas (160 x 140m each), one ultimately being an all-weather facility, and the second being grass. Each multipurpose arena would be designed to facilitate show jumping (2 arenas), dressage (four arenas) and eventing disciplines. Adjoining warm-up areas (40m in width) would be included of each multipurpose arena;
 - In the short to medium term, a grass terrace area (110 x 60m) incorporating areas for training, trade stalls, event stalls and spectators, with a long term goal to convert the area to a covered event and training area;
 - A 4.4km, three star cross country circuit that extends throughout the entire site and with a variety of simplified circuits to suit many different levels of riders and events; and
 - Additional and potentially graded flat areas for possible use by other equine disciplines such as polocrosse, camp drafting and the like, or otherwise used for camping, parking and further show jumping or dressage areas for major events.
- Competitor supporting facilities including:
 - Extensive drive through parking and camping area (approximately 200 vehicle spaces), adjoined by stabling, yards and wash bays, as well as a small amenities building;
 - 20m diameter lunging area; and
 - Turf loop track horse fitness track through the site which is also maintained for service vehicle access and for event participants and spectator distribution.
- Core operational infrastructure including:
 - Separated main vehicle loop road connecting the entry and exit from Schofields Lane on the northern boundary of the site;
 - Southern vehicle gated entry off Andersons Lane (southern boundary) generally only opened for peak events and service use;
 - Club house building ultimately incorporating administration, amenities, kitchen/kiosk, lounge, sick bay, announcers box, meeting room, storage rooms, covered outdoor area with BBQ, seating and presentation area etc;
 - Equipment storage sheds designed to be expandable as the site grows; and
 - Water supply network, including a possible dam to harvest water for irrigation and animal drinking use.
- Other ancillary and overflow areas including:
 - Overflow parking for peak events and/ or ancillary uses such as accommodation, farmers markets, small farms days, equine related businesses, agistment or other long-term uses.

Whilst equine activities form the primary use of the site, the efficient use of land and flexibility in design will also offers opportunities for other users to benefit from the infrastructure on site and for other value adding opportunities to be integrated to the proposal over time.

3.4 Master Plan Staging

Delivery of the project is likely to be undertaken in a staged fashion, funding dependent, initially commencing with the Berry Riding Club facilities, funding for which has been provided as part of the Berry by-pass project (“like for like” replacement of facilities). A staged implementation plan has therefore been developed and is set-out below. It is noted that several stages could be undertaken concurrently should funding become available.

3.4.1 Stage 1 - Berry Riding Club Facilities and Stockpiling Area

The relocation of Berry Riding Club from their North Street site in Berry is the initial priority and expenditure of the funds received by Council from RMS. The following elements, as shown in red dashed outline on the Master Plan, constitute a “like for like” development for the purposes of re-establishing the Berry Riding Club at the Andersons Lane site. Indicative pricing has also been included (generally based on a proportional breakdown of the costs at Appendix B) but is subject to detailed design on some elements:

- Signed and gated entry road off Schofields Lane for all vehicles - \$3,000;
- Main multipurpose arena with grass base (160m x 140m), including basic cut and fill, trimming and finishing, turf underlay and seeding - \$250,000;
- Approximately 70 vehicle parking spaces and adjoining space for stalls / bays / yards (earthworks only) - \$75,000;
- Provision of reticulated water and connection to electricity (limited area) - \$100,000;
- Initial stage of equipment storage shed (one bay) - \$10,000; and
- Basic administration and amenities building (potentially being a temporary or re-locatable facility) - \$25,000.

The total cost of these works is estimated at around \$450,000 – being equivalent to the “like for like” cost agreement between RMS and Council for relocation. Additional costs for these basic facilities would include the “soft costs” associated with detailed design of the facilities, and possible need for administrative activities such as leasing/licencing plans. An allowance of 5% or around \$25,000 could be made for these purposes and may need to be funded through in-kind works by Council or through reduced scope of work of above infrastructure.

Potentially concurrently with the Berry Riding Club works, or otherwise as required, the RMS road construction contractors will commence the establishment of a stockpile area in the south-eastern corner of the site (as per discussions between Council and the RMS road construction contractor). The stockpile area is required during the construction of the Princes Highway upgrade works and is expected to be in place until the end of 2017, at which time there is potential for earthworks to be carried out that can benefit the ongoing development of the Shoalhaven Equestrian Centre of Excellence. The location of the proposed stockpile area is shown in Figure 7 along with the new highway work being highlighted.

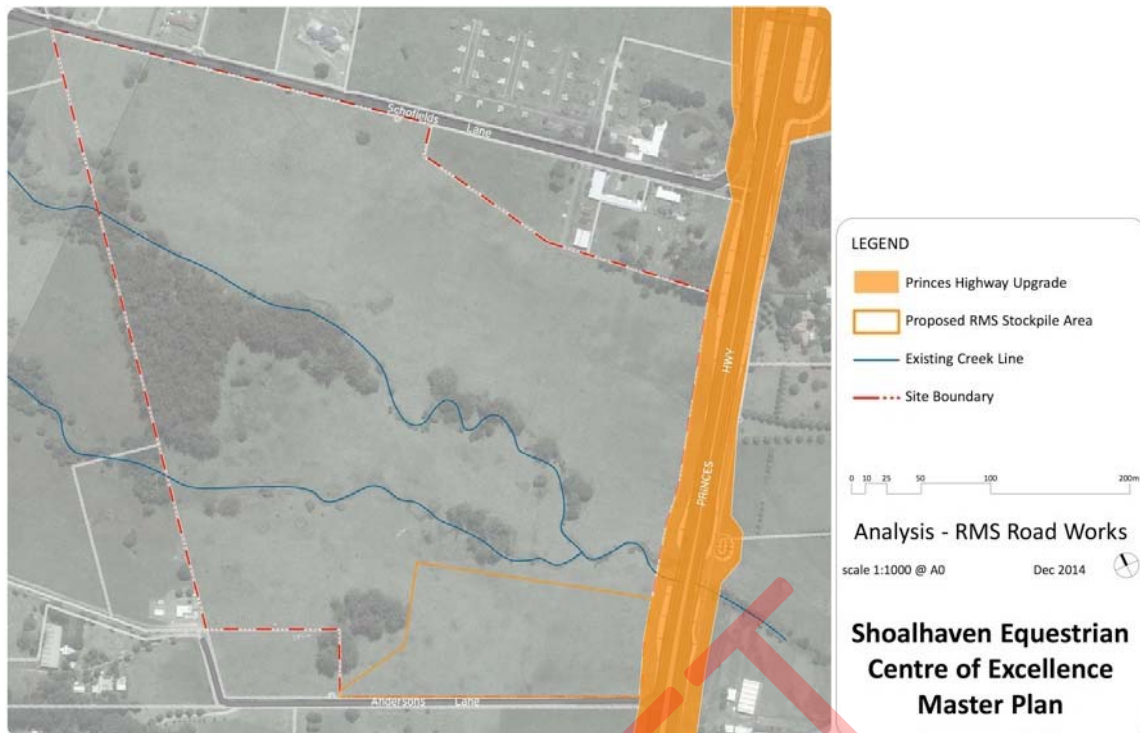


Figure 7: Proposed Stockpile Yard Location

3.4.2 Future Stages - Expanded Equestrian Uses

To enable the site to grow and develop into a 'Centre of Excellence', it is considered important that the local level Berry Riding Club facility be further developed to incorporate the following elements:

- Additional multipurpose arena (160 x 140m) with the original multipurpose arena being upgraded to an all-weather surface (creating at least four show jumping and eight dressage arenas within the main multipurpose area);
- Additional parking and camping area to create a total of up to 200 bays each with stalls for temporary or permanent stabling / yards;
- Grass terraced area (110m x 60m) to be used in the short to medium term for training, trade stalls, event stalls and spectators and in the long-term as a covered event and training area;
- Lunging area;
- Three star, 4.4km, cross country circuit;
- Club house building and associated administration car park (25 spaces and ambulance bay);
- Additional equipment storage sheds, potentially up to 5 bays (8m x 12m each);
- Turf loop track maintained for service vehicles, peak event use and horse fitness track; and
- Southern vehicle entry gate off Andersons Lane to access overflow areas (or alternatively, seek agreement from State Government to lease former DPI land for overflow parking).

3.4.3 Future Stages - Other Ancillary Uses

The implementation of the above expanded equestrian facilities would seek and likely achieve the intention to make the facility a centre of excellence concentrating on the core Olympic equestrian disciplines of dressage, eventing and show jumping. However it is noted that the RDA FSC *Equine Industry Scoping Report* sought to be more wide-ranging than these disciplines, and it is considered important for a regional facility of this kind to be available to other users such as polocrosse, camp drafting and others to ensure frequency of use is maximised.

As such, it is also suggested that additional multipurpose areas be delineated and future options be considered as to how these may be used by other sporting groups or to be leased for other purposes including horse or cattle agistment or other commercial equine related opportunities. Potential linkages to Berry Showground could also be considered.

In addition, and once the RMS stockpiling area is no longer required for construction purposes, this part of the site may present other opportunities for equine related uses or to further expand the spaces for larger equine events. The area may also be suitable to other uses such as tourist accommodation to encourage equine tourism, school groups and the like, farmers markets for regular farm direct produce, small farms days and similar programmed agricultural and equine events, equine related businesses such as saddlery and veterinary services.

The potential for these long-term uses is perhaps best considered once the initial stages have been established and the market for events, festivals and other alternative uses is more accurately known.

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4. Implementation and Management

This section provides an outline of the implementation and management processes to be considered in moving forward with the project. This information is provided as a series of recommendations for additional detailed work, and for the staged implementation of the facility as set out in the Action Plan at Section 4.2.

4.1 Management and Governance Considerations

Core to the implementation of the physical master plan and Centre of Excellence facility is the range of support documents that outline how the project will be funded over time, the business case to justify investment, operational plan for ongoing sustainability and management plan that outlines how the facility will operate, including the overarching governance of the regional facility. These are outlined in the following sub-sections.

4.1.1 Funding and Business Plans

Whilst funding is available for elements of Stage 1 of the project, ongoing development to enable the full vision to be achieved is likely to require external grant funding from State or Federal Government sources, potentially matched in part by Council for example through sale of other land associated with the Berry by-pass. In order to obtain such funding the following recommendations are made:

- *Recommendation 1:* Develop a Funding Plan which outlines the short, medium and long term funding requirements, how funding is to be obtained and who is responsible for monitoring and accessing funding opportunities. Funding requirements should be based on a detailed Infrastructure Plan reflecting detailed design for each stage.
- *Recommendation 2:* To support grant funding applications, develop a Business and Feasibility Plan that outlines likely income streams and costs associated with the facility and demonstrates long term links to economic development opportunities, jobs growth and increased sporting participation.

4.1.2 Operational, Management and Governance Plans

Governance of the facility in the initial phases could be undertaken via a short or medium term lease to the Berry Riding Club to enable Stage 1 of the site to be developed. Ultimately however, there is likely to be a broad range of user groups utilising the site, and a broader governance arrangement may be required to ensure the focus of the facility is broader enough to encompass a regional approach. This change-over of governance arrangements could be undertaken for example when new stages are developed.

Additionally, the operation of the site requires a number of changes to servicing arrangements including access to water, effluent disposal and electricity. Servicing plans based on the Master Plan layout should be developed to confirm the demand requirements and costs of providing these facilities.

The site would also require the development of an operational plan that addresses environmental factors such as vegetation removal, impact on watercourses and environmental monitoring, management and rehabilitation programs. Operational plans would also need to consider security (physical and bio-security) and emergency management in terms of on-site injuries and procedures during natural hazards such as flood and bushfire.

The following recommendations are provided to guide the development of the operational and governance plans for the facility:

- *Recommendation 3:* Consider governance models and establish short and long-term options for implementation to suit the scale and range of the facility. To enable the initial stages to be developed leases are recommended:
 - over part of the site for the Berry Riding Club (generally incorporating the Stage 1 outline in the Master Plan);
 - over part of the site for the RMS stockpile area (generally incorporating the multipurpose area outlined in the south-east corner of the site as shown in the Master Plan); and
 - the remainder of the site potentially to be used for short-term grazing similar to existing conditions.
- *Recommendation 4:* Develop an Environmental Management Plan for the site which outlines the response to environmental requirements, including how run-off to watercourses will be treated, how water will be utilised on the site and how rehabilitation of watercourses will be undertaken over time. This could also include determining a location for an on-site dam, including its management and design.
- *Recommendation 5:* Develop an Operational Plan that provides for a series of operational requirements to demonstrate how the site would react to particular circumstances.

4.2 Implementation Action Plan

The following action plan table outlines the indicative staging, responsibility and costing of the proposed elements of the Master Plan. Key elements shown in the table can generally be seen on the Master Plan drawing at Appendix A (corresponding Design Note # shown). Costing is proportional to the total cost outlined for the facility as shown in conjunction with the Draft Earthworks Plan at Appendix B. It should be noted that costing in the action plan table does not include contingency which at the master plan stage is provided at 25%. It is also assumed that Council would contribute design and professional fees that may otherwise be associated with detailed works and the development of development application reports and the like.

The key elements have been identified through the stakeholder consultation process, independent site analysis, case studies and review of relevant background information and are subject to detailed review and development studies such as flood and flora/fauna where required in association with development applications. It is also noted that implementation may require resolution of land use planning requirements such as the development of a Plan of Management for the site.

Shoalhaven Equestrian Centre of Excellence - Action Plan

Key Elements	Description	Stage	Responsibility	Indicative Costing
Main entry area (Master Plan design notes "A")	<ul style="list-style-type: none"> o Gated access off Schofields Lane for all vehicles o Basic level signage board indicating site use and outline of access arrangements o Theme of the entry statement to be continued throughout the site (e.g. timber post and rail fencing, consistent signage palette etc. See 0) 	1	Council / Berry Riding Club	\$3,000
Grass multi-purpose arena (Design note "L")	<ul style="list-style-type: none"> o Grass finish arena of 160 x 140m to accommodate two outdoor show jumping arenas or four dressage arenas and adjoining warm up areas o Ultimately the arena will be converted to an all-weather surface o Earthworks potentially undertaken across both arenas as part of Stage 1 o Drainage and watering capture opportunities investigated as part of detailed design 	1	Council / Berry Riding Club	\$250,000
Parking / camping area (Design note "C")	<ul style="list-style-type: none"> o Initial parking & camping area to provide approximately 60-70 bays, adjoined by space for two 4m x 4m stalls for temporary (or permanent) stabling / yards. o Internal vehicle roadway initially grass or basic gravel construction o Designed to allow for parking of horse vehicles, stabling, yards, wash bay and animal drinking water to be contained in an immediate location o Includes water connections 	1	Council / Berry Riding Club	\$75,000
Equipment storage shed (Design note "G")	<ul style="list-style-type: none"> o Initial equipment storage shed (8m x 12m) o Location and design to be consistent with potential to repeat designed and expand as required (five sheds shown on Master Plan) o Includes electricity connections 	1	Council / Berry Riding Club	\$10,000

Key Elements	Description	Stage	Responsibility	Indicative Costing
Interim administration facility (Design note "I")	<ul style="list-style-type: none"> Utilise existing or construct temporary / relocatable administration Include small amenities area (toilets and showers) potentially to be relocated when club house facility is developed Alternatively construct additional storage shed bay for temporary administration use to be subsequently used for storage when full club house facility is constructed Includes electricity connections 	1	Council / Berry Riding Club	\$25,000
Services	<ul style="list-style-type: none"> Electrical and water connections to limited area to meet club level needs but allowing for future expansion 	1	Council / Berry Riding Club	Figures included in below
Water Provision	<ul style="list-style-type: none"> Reticulated water to be provided from Schofields Lane for drinking water for animals, people and amenities Possible on-site dam constructed for catchment and storage of water for non-potable water uses (including irrigation), to be determined through further investigation to establish impact on flooding, drainage and overland flow Water tanks provided adjacent to structures, to support water capture and re-use 	As required	Council / Berry Riding Club / Facility Management	\$50,000 Basic potable water reticulation \$25,000 Dam construction
RMS stockpile area	<ul style="list-style-type: none"> RMS stockpile area to be located in south-east corner of site, corresponding with area marked "N" on Master Plan Access gate and road to be constructed at "R" on Master Plan Area to be secured to avoid access from north or west Site to be rehabilitated to match Master Plan including cut and fill profile indicated on Draft Earthworks Plan Be subject to lease terms as agreed with Council 	As required	RMS road construction contractor / Council	\$420,000 Potential for cost to be met by RMS contractor

Key Elements	Description	Stage	Responsibility	Indicative Costing
Planning, Governance and Operational Plans	<ul style="list-style-type: none"> As outlined in the Recommendations of this document the following Planning and Operational Plans would be recommended to be completed prior to further stages or as part of funding submissions: <ul style="list-style-type: none"> <i>Funding Plan</i> incorporating Infrastructure and Design Plans for the entire facility; <i>Business / Feasibility Plan</i> to demonstrate ongoing financial sustainability; <i>Environmental Management Plan</i> incorporating rehabilitation requirements and ongoing maintenance; <i>Operational Plan</i> to show how the facility would operate under different circumstances and to outline governance arrangements; <i>Development Application / Review of Environmental Factors / Plan of Management</i> and like documents as required to enable approvals (type of approval dependent on facilities being sought at the time); Other design detailing and like requirements. 	Prior to Stage 2	Council / Facility Management	<p>\$200,000</p> <p>Some design fees incorporated into individual elements</p>
Second multipurpose arena (Design note "M")	<ul style="list-style-type: none"> Second 160 x 140m grass arena to adjoin multipurpose arena developed at Stage 1 Size to accommodate two outdoor show jumping arenas or four dressage arenas and two warm up areas Upgrade of first multipurpose arena (shown as "L" in Master Plan) as all-weather facility 	2	Council / Facility Management	<p>\$250,000</p> <p>New grass arena</p> <p>\$160,000</p> <p>Basic all-weather upgrade</p>

Key Elements	Description	Stage	Responsibility	Indicative Costing
Remainder of parking and camping area and site exit (Design note "B, C, D and F")	<ul style="list-style-type: none"> Extension of the initial parking and camping area to provide up to 165 vehicle spaces, each adjoined by two 4m x 4m stalls for temporary (or permanent) stabling / yards Includes 50 covered and 50 uncovered permanent stalls Basic amenities building Internal loop road to be constructed as one way road to reduce potential for vehicle / animal conflict Exit gate area to be constructed at north-western corner to enable vehicle to exist the site directly to Schofields Lane Exit gate to be set back 20m from road to enable vehicle turnaround if attempting to enter from Schofields Lane Grassed lunging area adjacent to the parking and camping area size to be minimum 20m in diameter 	2	Council / Facility Management	\$660,000
Club House (Design note "I" and "J")	<ul style="list-style-type: none"> Cut and fill to prepare site area Club house building to provide for multipurpose administration and event use, including kitchen, café, lounge, sick bay, announcers box, meeting room, storage rooms, covered outdoor area with BBQ, amenities, seating and presentation area Vehicle car park (cars only) - 25 spaces with one ambulance bay 	2	Council / Facility Management	\$350,000
Equipment Storage Sheds (Design note "G")	<ul style="list-style-type: none"> Additional storage bays (five shown in total - 8m x 12m each) Service access road 	2	Council / Facility Management	\$50,000

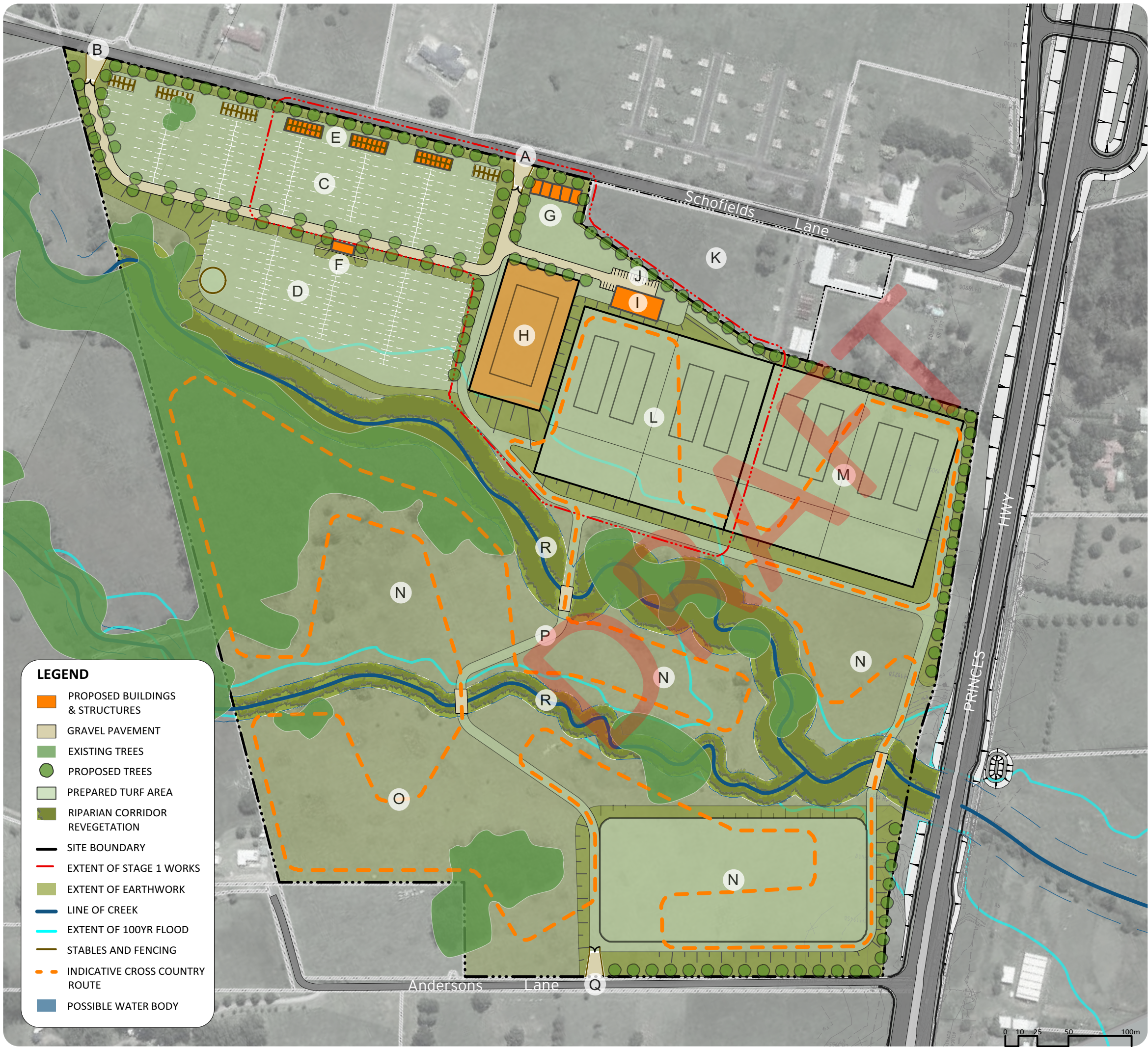
Key Elements	Description	Stage	Responsibility	Indicative Costing
Grass terrace training and event area (Design note "H")	<ul style="list-style-type: none"> Construct grass terrace (110m x 60m) area between camping area and main multipurpose arenas Short term use for training, and as area for trade stalls, event information and spectators during major events Long term use as covered event and training area 	2 / 3	Council / Facility Management	\$85,000 (short term) \$700,000 (basic indoor arena)
Cross Country Circuit (Design note "O")	<ul style="list-style-type: none"> Cross country circuit (potentially developed in stages) Circuit to minimum 4.4kms in length, with various simplified shorter circuits to suit many different levels of riders Ultimate design to be suitable for three star events 	2 / 3	Council / Facility Management	\$25,000
Pathways and Service Access (Design note "P")	<ul style="list-style-type: none"> Pedestrian and horse pathways with a width of approximately 3m will extend around and throughout the site. Pathway network generally levelled and turfed or gravel where necessary Pathways also used for maintenance and service vehicles, peak event use and a horse fitness track Creek crossings established will timber bridges to avoid environmental impacts on riparian areas 	2 / 3	Council / Facility Management	\$115,000
Additional Multipurpose Areas (Design note "N")	<ul style="list-style-type: none"> Additional multipurpose areas located throughout site with potential to be more formally constructed where necessary In short-term, multipurpose sites could be used for overflow parking or for other non-equine uses Long term other possible uses include: accommodation, farmers markets, small farms days, equine related businesses, polocrosse, camp drafting and training. 	4	Council / Facility Management	As required
Other site requirements	<ul style="list-style-type: none"> Site establishment / disestablishment including construction zone fencing and clean up 	As required	Council / Facility Management	Allow \$50,000

Key Elements	Description	Stage	Responsibility	Indicative Costing
	o Services connections including water network, septic areas and electrical connections	As required	Council / Facility Management	Allow \$200,000 (total – partially included in above stages)
	o Creek and corridor rehabilitation	As required	Council / Facility Management	Allow \$100,000
	o Tree planting and stabilisation works	As required	Council / Facility Management	Allow \$15,000
	o External boundary fencing improvements	As required	Council / Facility Management	Allow \$80,000
	o Signage and gates	As required	Council / Facility Management	Allow \$9,000

Appendix A

Master Plan and Perspective Drawing

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DESIGN NOTES

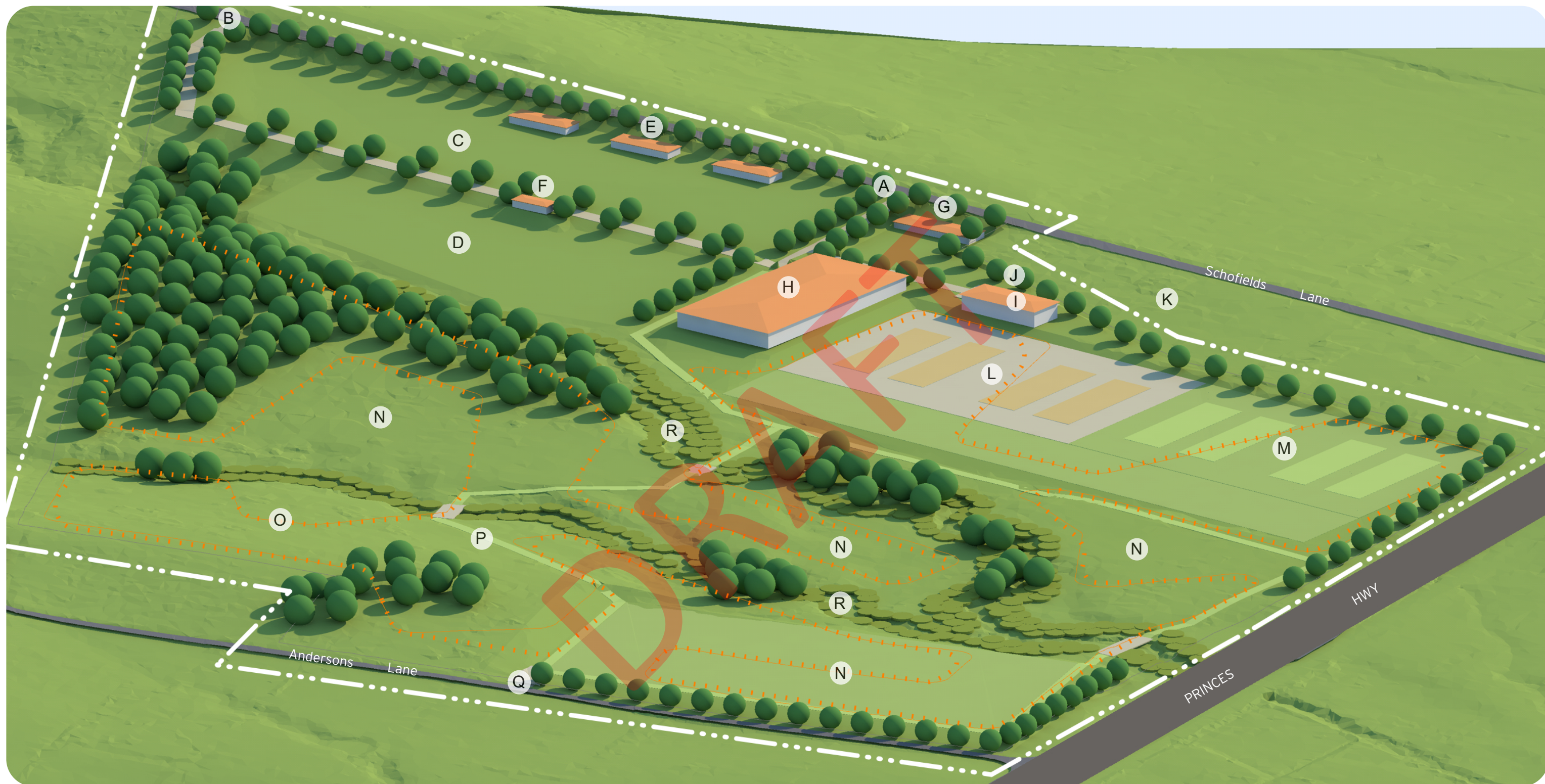
- A VEHICLE ENTRY:** One way gated entry off Schofields Lane for all vehicles. Gate setback 20m from road to create a safe vehicle standing area. Entrance to include signage board.
- B VEHICLE EXIT:** One way gated exit off Schofields Lane for all vehicles. Gate setback 20m from road to enable turning space.
- C UPPER FLOAT PARKING & CAMPING AREA:** Grass terrace with approx 100 bays (15 x 8m), 10m wide lanes, and space for two temporary 4 x 4m stalls.
- D LOWER FLOAT PARKING & CAMPING AREA:** Grass terrace with approx 65 bays (15 x 8m), 10m wide lanes, and space for two temporary 4 x 4m stalls. Also includes lunging area (20m dia).
- E YARDS & STABLES:** Approx 50 covered and 50 uncovered. Includes regular wash bays and water taps.
- F AMENITIES BUILDING:** Toilet & shower facilities (20x10m).
- G EQUIPMENT STORAGE & OVERFLOW CAR PARK:** Machinery shed with up to five bays (8 x 12m). Includes water tank and electricity. Front area used as overflow parking for standard vehicles during peak events. Long term option as development site (eg: cabin accommodation or equine related businesses).
- H EVENT & TRAINING ARENA:** 110 x 60m grass terrace for training, markets, events, trade stands, and spectators in the short term. Developed as a fully covered event and training arena building in the long term.
- I CLUB HOUSE BUILDING:** Multipurpose administration and event use. Includes catering kitchen, cafe and lounge, sick bay, toilets, announcers box, meeting room, internal storage rooms, outdoor covered area with BBQ, seating and presentation area. Approx 40 x 20m.
- J CLUB HOUSE CAR PARK:** 25 standard and one dedicated ambulance bay.
- K. NSW GOVERNMENT (DPI) LAND:** Possible long term lease arrangement for overflow parking during peak events.
- L. MAIN MULTIPURPOSE ARENA (160 x 140m):** Includes two showjumping arenas or four dressage arenas, & two warm up areas. Grass surface converted to all weather surface in long term.
- M. SECOND MULTIPURPOSE TURF ARENA (160 x 140m):** Includes two showjumping arenas or four dressage arenas & warm up areas.
- N. MULTIPURPOSE AREAS:** Event uses could include polocross, campdrafting, training, and additional showjumping or dressage arenas. General use could include overflow parking, camping, horse or cattle stalls, markets, equine related business, spectator use, or horse and cattle agistment.
- O. CROSS COUNTRY & FITNESS CIRCUIT:** 4.4Kkms shown suitable for 3* events and fitness circuits to suit different level events, warm ups, and training.
- P. SERVICE VEHICLE TRACK:** Maintained turf access loop with creek crossings for service vehicles, peak event use, and horse fitness.
- Q. SOUTHERN VEHICLE ENTRY:** Gated entry only opened for peak events and service use.
- R. RIPARIAN CORRIDOR REHABILITATION:** Includes erosion control and local native revegetation.

scale 1:3000 @ A3

Mar 2015



Draft Master Plan Shoalhaven Equestrian Centre of Excellence Master Plan



A MAIN VEHICLE ENTRY
B MAIN VEHICLE EXIT
C UPPER PARKING & CAMP AREA
D LOWER PARKING & CAMP AREA

E COVERED STABLES
F AMENITIES BUILDING
G EQUIPMENT STORAGE SHEDS & OVERFLOW CAR PARK

H ARENA & EVENTS BUILDING
I CLUB HOUSE BUILDING
J CLUB HOUSE CAR PARK
K NSW GOV (DPI) LAND

L MAIN MULTIPURPOSE ALL WEATHER SURFACE ARENA
M SECOND MULTIPURPOSE TURF ARENA

N MULTIPURPOSE AREA
O CROSS COUNTRY CIRCUIT
P SERVICE VEHICLE TRACK

Q SOUTHERN VEHICLE ENTRY
R RIPARIAN CORRIDOR REHABILITATION

Draft Perspective
**Shoalhaven Equestrian Centre
of Excellence Master Plan**

Appendix B

Draft Earthworks Plan and Preliminary Cost Estimate

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EARTHWORKS

A UPPER GRASS TERRACE FOR PARKING AND CAMPING

Area:	28737m ²
Cross Fall Grade:	4%
Fill:	19182m ³
Cut:	18966m ³
Net Cut & Fill Volume:	216m ³

B LOWER GRASS TERRACE FOR PARKING AND CAMPING

Area:	17500m ²
Cross Fall Grade:	4%
Fill:	7850m ³
Cut:	8035m ³
Net Cut & Fill Volume:	-185m ³

C TERRACE FOR CLUB HOUSE AND EVENTS

Area:	12943m ²
Cross Fall Grade:	2%
Fill:	6440m ³
Cut:	6320m ³
Net Cut & Fill Volume:	120m ³

D MULTIPURPOSE ARENA TERRACE

Area:	44800m ²
Cross Fall Grade:	2%
Fill:	10636m ³
Cut:	10367m ³
Net Cut & Fill Volume:	269m ³

E MULTIPURPOSE GRASS TERRACE

Area:	24138m ²
Cross Fall Grade:	2%
Fill:	18387m ³
Cut:	18529m ³
Net Cut & Fill Volume:	-142m ³

TOTAL SITE (including batters around terraces)

Total Site Area:	356540m ²
Total Fill:	86310m ³
Total Cut:	78660m ³
Total Net Cut & Fill Volume:	7650m ³

scale 1:3000 @ A3

Mar 2015



Draft Earthworks Plan
Shoalhaven Equestrian Centre
of Excellence Master Plan

SHOALHAVEN EQUESTRIAN CENTRE OF EXCELLENCE MASTER PLAN
COST ESTIMATE - PRELIMINARY ONLY

Item		Qty	Unit	Rate		26-Mar-15 Cost
DESIGN AND PLANNING	Site design plans, planning approvals, management plans and the like	1	PC Sum	200000	\$	200,000
PRELIMINARIES	Site establishment / disestablishment, construction zone fencing, and clean up	1	PC Sum	50000	\$	50,000
SERVICES	Site connection of electricity, drainage, water etc	1	PC Sum	200000	\$	200,000
CREEK & RIPARIAN CORRIDOR	Protection and Rehabilitation	1	PC Sum	100000	\$	100,000
GRAVEL ACCESS ROAD & CAR PARK	GRAVEL PAVEMENT: Supply & Install recycled road base or similar	4400	m2	30	\$	132,000
TREE PLANTING	Supply & Install	150	PC Sum	100	\$	15,000
EXTERNAL BOUNDARY FENCING	Supply and install new chain mesh 1.8 m fence where required around site boundaries to secure site and match existing.	1000	lm	80	\$	80,000
SITE ENTRY GATES & SIGNAGE	TIMBER GATES & SIGNS: Supply & Install	3	PC Sum	3000	\$	9,000
UPPER PARKING & CAMPING AREA	EARTHWORKS: cut & fill site by machine	19182	m3	5	\$	95,910
	EARTHWORKS: Trim and grade surface to design levels	28737	m2	3.75	\$	107,764
	SOFTWORKS: Herbicide spraying, Lawn seeding including turf underlay	28737	m2	6	\$	172,422
	STABLES & WASHBAYS: Uncovered	50	item	600	\$	30,000
	STABLES & WASHBAYS: Covered	50	item	1200	\$	60,000
	AMENITIES BUILDING	1	PC SUM	50000	\$	50,000
	INTERNAL RURAL FENCING	200	lm	10	\$	2,000
LOWER PARKING & CAMPING AREA	EARTHWORKS: cut & fill site by machine	8035	m3	5	\$	40,175
	EARTHWORKS: Trim and grade surface to design levels	17500	m2	3.75	\$	65,625
	SOFTWORKS: Herbicide spraying, Lawn seeding including turf underlay	17500	m2	6	\$	105,000
	LUNGING AREA	1	PC SUM	5000	\$	5,000
	INTERNAL RURAL FENCING	200	lm	10	\$	2,000

TERRACE FOR CLUBHOUSE & EVENTS	EARTHWORKS: cut & fill site by machine	6440	m3	5	\$	32,200
	EARTHWORKS: Trim and grade surface to design levels	12943	m2	3.75	\$	48,536
	110 X 60M GRASS TERRACE: Herbicide spraying, Lawn seeding including turf underlay	6600	m2	6	\$	39,600
	EQUIPMENT STORAGE SHEDS	1	PC SUM	50000	\$	50,000
	CLUBHOUSE BUILDING	1	PC SUM	250000	\$	250,000
	LONG TERM COVERED ARENA STRUCTURE	1	PC SUM	700000	\$	700,000
MULTIPURPOSE ARENA TERRACE	EARTHWORKS: cut & fill site by machine	10636	m3	5	\$	53,180
	EARTHWORKS: Trim and grade surface to design levels	44800	m2	3.75	\$	168,000
	SOFTWORKS: Herbicide spraying, Lawn seeding including turf underlay	44800	m2	6	\$	268,800
	INTERNAL RURAL FENCING	920	lm	10	\$	9,200
	LONG TERM UPGRADE TO ALL WEATHER SURFACE	16000	m2	10	\$	160,000
SOUTHERN MULTIPURPOSE GRASS TERRACE	EARTHWORKS: cut & fill site by machine	18529	m3	5	\$	92,645
	EARTHWORKS: Trim and grade surface to design levels	24138	m2	3.75	\$	90,518
	SOFTWORKS: Herbicide spraying, Lawn seeding including turf underlay	24138	m2	6	\$	144,828
DAM	Earthworks and capping	1	PC Sum	25000	\$	25,000
BATTERS AROUND TERRACES	SOFTWORKS: Lawn seeding including turf underlay	36195	m2	3	\$	108,585
GRASS SITE VEHICLE ACCESS	EARTHWORKS: Trim and grade surface to design levels	15000	m2	3.75	\$	56,250
	TIMBER BRIDGES: Supply & Install	3	PC Sum	20000	\$	60,000
CROSS COUNTRY COURSE	Grading and Clearing 4.4km route	1	PC Sum	25000	\$	25,000
Total					\$	3,904,238
Contingency (25%)					\$	976,059
GRAND TOTAL					\$	4,880,297

Appendix C

Indicative Signage Palette

DRAFT

SIGN DESIGN

FORM:

A draped saddle blanket.
Constructed from mild steel with MIO
finish. Located on concrete walls or
laminated timber beams.

SIGN HIERARCHY:

NORTH AND SOUTH ENTRY:

Existing or new entry walls rendered with
'saddle blanket' entry sign. Located at
north and south entries

ENTRY AREAS:

Concrete seating wall with draped 'saddle
blanket' sign of indicating use area.

DIRECTIONAL STREET SIGNS

Robust steel construction with black &
white palette & feature 'saddle blanket'
street name panel.

MAPS

Laminated hardwood timber panel with
black & white folded steel 'saddle blanket'
sign.

PEDESTRIAN MARKERS:

Hardwood timber panel with black &
white steel cap.

INTERPRETIVE:

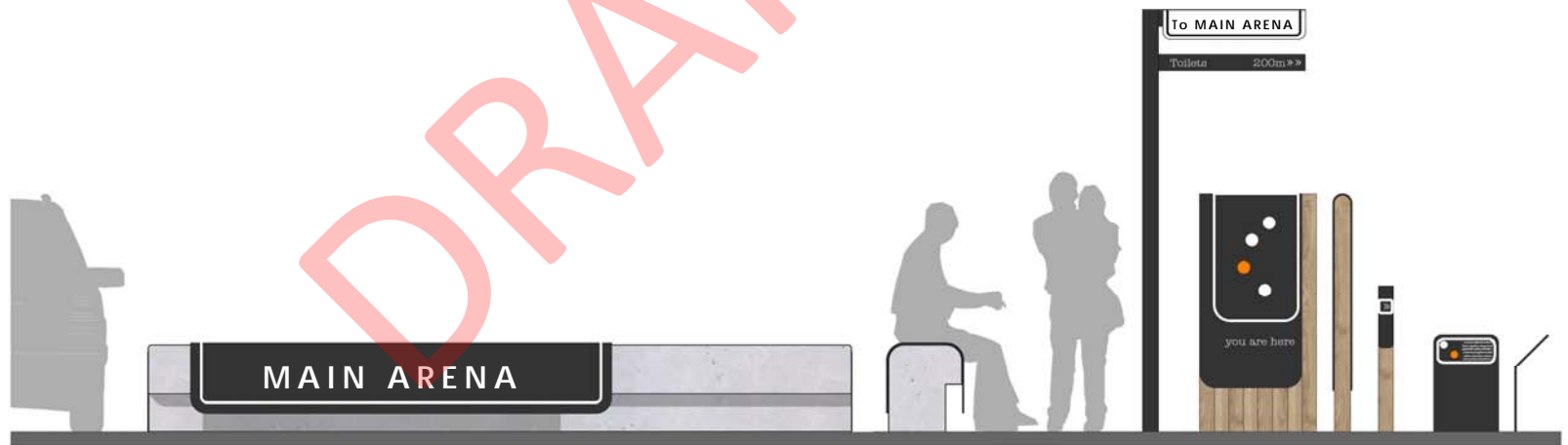
Black & white folded steel at significant
interpretive locations.

ayling | drury landscape architecture

Sample Signage Palette



NORTH AND SOUTH ENTRY



CLUB ENTRY
AREAS

STREET
SIGNS

MAPS

PEDESTRIAN
MARKERS

INTERPRETIVE